



**Special Committee on
Accountability in Workforce Investments**

MEETING NOTICE



Lawrence Gottlieb
Chair

Christine Essel
Vice Chair

**Sacramento Employment and Training Agency (SETA)
Sequoia Room
925 Del Paso Blvd.
Sacramento, CA**

Arnold Schwarzenegger
Governor

**March 22, 2007
1:00 – 4:00 PM**

Agenda

- 1. Welcome and Opening Remarks**
 - **Kirk Lindsey, Chair**
- 2. Action Items:**
 - **Approval of October 26, 2006 Meeting Summary**
- 3. Updates:**
 - **State-Level One-Stop Certification**
 - **One-Stop Career Centers Cost Study**
 - **Capacity Building and Technical Assistance Workgroup**
- 4. SB 293 Strategic Planning Discussion:**
 - **Introduction by Ray York**
 - **State Board and Partner Coordination Team (PCT) involvement**
 - **Special Committee Roles**
 - **Framing Questions for Committees**
 - **Where are we now?**
 - **Where do we want to be?**

(This discussion will utilize the 02/22/07 State Board meeting flip chart notes, the Strategic Plan Timeline as approved at the State Board meeting, and the meeting notes of the PCT meeting on 03/06/07; and additional resource materials.)
- 5. Public Comment**
- 6. Next Steps**
- 7. Other Business that May Come Before the Committee**

Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn.

In order for the Special Committee to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Special Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at <http://www.calwia.org> or contact Ken Quesada at (916) 324-1250 for additional information.

Meeting Summary – October 26, 2006
Department Of Rehabilitation
Feather River Room
2000 Evergreen Street
Sacramento, CA

1. Welcome and opening remarks

Meeting convened at 10:10 am by chair, Kirk Lindsey.
A quorum was established.

Members Present:

Kirk Lindsey
Gayle Pacheco
Cynthia Amador
John Hooper
James Shelby

CWIB Staff:

Ray York
John Bohart
Margaret Mack
Beverly Odom
Shelly Green

Partner Staff:

Jose Luis Marquez, EDD/WSB
Steve Saxton, EDD/WSB
Doug Orlando, EDD/WSB
Cindy Escott, DOR

2. Action Items:

Approved June 15, 2006 Meeting Summary:

- Cynthia Amador/Gayle Pacheco moved to approve the June 15 meeting summary. The motion was unanimously approved.

Capacity Building Workgroup Recommendations:

John Bohart introduced Andrea Baker, California Workforce Association and Jose Luis Marquez of the EDD Workforce Services Branch (WSB).

The action requested was for the Accountability Committee to approve the five Capacity Building Work Group recommendations.

- Discussion - Overview and background of Capacity Building Workgroup:
 - There was interagency involvement and recommendations were supported by all agencies.
 - All LWIAs were surveyed for input- and included in the recommendations.
 - The Capacity Building paper shows the need for state investments
 - Weakness of workgroup: inability to bring in a lot of partners initially (will be rectified if workgroup becomes ongoing collaborative
 - Committee complimented workgroup for job well done

Mr. Lindsay requested an update on the process for moving the recommendations forward. Mr. Bohart stated the recommendations would move to the State Board Admin Committee then to the full State Board for approval.

Definition of Capacity Building:

- “Helping people have the skills they need to get the job done” (CWIB or locals or line staff, etc...)
- New set of skills/information for the system, from the first job to upward mobility
- “Best bang for the buck”
- No language included for DOR/disabled
 - Language is written at the highest policy level without specific advocates and/or populations listed – all populations are included in the language
 - Some agencies mentioned, some not
 - Suggestion made to add wording: “system-wide” and/or “may include, but are not limited to...”
- Exciting material and necessary for the whole system
- Ongoing concerns of duplicative efforts and possible redundancies

The recommendations are as follows:

- 1) The EDD should continue to develop, maintain, and deliver training that is related to WIA compliance, risk management, State Board policy mandates, and WIA oversight.
- 2) The State should be responsible for the investment of resources in capacity building to address the State vision, goals, initiatives, and expectations for the workforce system.
- 3) The Capacity Building Workgroup should be institutionalized as an ongoing collaboration among the State Board, the EDD, the CWA, the DOL, and other necessary State and local partners to continuously improve the effectiveness of State capacity building resources.
- 4) The State should restructure existing capacity building resources so that funding can be directed toward the most appropriate and effective responses as needs are identified.
- 5) The State should continue to identify capacity building opportunities and dedicate resources to them in support of State Board policy initiatives and in response to national trends.

Gayle Pacheco asked how the Capacity Building related to Rehab services and other populations. She recommended including “system wide”.

Ray York recommended a presentation to the State Rehab Council on SB 293 to make the tie in to the work of the State Board.

Discussion/Explanation of Recommendation #3:

- SB 293 – includes CB
 - CB Workgroup is to play a role in developing strategic plan and collaboration

- EDD CBU: needs narrower scope for better quality and training
 - Funding issue: 34% reduction

Discussion/Explanation of Recommendation #2:

- Community leadership/staff development are a huge issue for LWIAs; community leadership especially large issue for LWIBs
 - Not sure “how” to do it
 - ETP(certification issue) is a resource
 - Redirection and lots of changes (ongoing discussion at Agency)
 - Funding needed to “fill the gap”?
 - System-wide – all LWIBs accountable

Discussion/Explanation of Recommendation #4:

- Community leadership in LWIBs needs additional training in how to go out and partner with private businesses
- Staff development: some 1-Stops have great staff development; others are really bad – huge discrepancies
 - Policy recommendation that each staff person in all 1-Stops be capable of taking care of any customer at any time

Discussion/Explanation of Recommendation #5:

- One-Stop certification:
 - Everyone needs to get together – every agency/department working on it and not discussing with each other (DOR example)
 - Suggestion made that all populations (ultimately) have their own “Checklist” for One-Stops
 - Populations need to come forward and state what they need from their One-Stops
 - Could be done as accessibility issue rather than part of certification

General Discussion/Suggestions of Recommendations:

- “Move recommendation 3 to number #1.
 - James Shelby /Jerry Dunn motion to approve recommendations with modification. Motion unanimously carried.

Mr. Lindsay stated he would like one (1) page for recommendations

Discussion of whether or not CB should remain AWIC responsibility or go to another Special Committee:

- Suggestion that it go to the “Targeting Resources” Committee
 - Future accountability issues – retained by AWIC
- Suggestion that it remain under AWIC
- Need to look at management issues and determine home
 - CWIB will have to look at internal structure and determine

3. Updates

One-Stop Career Center Cost Study:

Ray York and Bev Odom presented the update from Rick Moore, PHD consultant on the One-Stop Cost Study.

- Overview of activities and study itself
- Discussion/explanations of process maps
- Update on One-Stop Career Center Cost Study Steering Committee
 - Feedback on draft study products received – guidance and comments from local levels
 - Four (4) case studies complete – results being reviewed
 - Next One-Stop survey to be completed by the end of December (around 20 One-Stops) – analysis of results to be completed by the end of January
- Discussion/explanation of matrix and service lines
 - Translates all costs of One-Stops into all services of One-Stops
 - Measurement(s) of products/costs per individual
 - AWIC would like “average wage of placement”
 - EDD not sure if information can be gotten
 - AWIC would like to see leveraging of resources by all (ROI)
 - Possible to do a range
 - Additional issues:
 - Each LWIB has a different method that is not reflected
 - Waste will be identified
 - We need to know who is playing and how much they are spending
 - Does SB 293 mandate an acceptable One-Stop?
 - Those who participate in the study receive the additional benefit of a personal fiscal analysis, enabling them to make better business decisions
 - Results may cause One-Stops to study and redirect their resources
- Unprecedented study that is garnering national attention; could have a major impact on the system
- Discussion/explanation of Cost Study’s questionnaire:
 - Concerns about complexity
 - Developed to provide an overview – impossible to get everything and understand every difference
 - Consistent set of questions; all 24 similar, but not exact
 - Discussion of goal - activity-based cost accounting
 - Discussion of value
 - Definitely valuable
 - AWIC will review

State Level One-Stop Certification Process:

- On time and on-track
 - Track 1: Resource Guide/Demo. Sites
 - Out – 2-month period
 - Track 2: Application process
 - On-track with EDD

- Track 3: Validation process:
 - One-track with Program review Branch of EDD; should function by June, 2007
- Track 4: Incentives:
 - On-track with CWA; LWDA and EDD
 - “Brand” or logo with One-Stop marketing campaign
 - CB funding
 - Working on technical assistance funding (WIA and/or DOL) to be available by January, 2007
- Committee recognized staff’s good work
- Kirk would like the following:
 - 11/16/06 Administrative Committee:
 - Paragraph stating the “groundbreaking work” of CWIB
 - Copy of the ETR article
 - 11/30/06 State Board Meeting:
 - Copy of Rick Moore’s presentation

Discussion/explanation of SB 293:

- Now mandating a continuous improvement in process and policy
- CWIB has lead role in developing framework for state strategic plan
 - CWIB developing a workplan and strategies
 - Moving to engage EDD
 - State plan very broad, rather than DOL plan (compliance doc)
- Questions to the committee members:
 - What should the Board be doing with SB 293?
 - Where does CWIB belong?
 - CWIB can only make subtle changes
 - Ensure ROI
 - Opportunity to become “Pro-California” on a national level
 - How do the special committees fit together?
 - Need to re-think goals/objectives of each committee
 - Look at partners and collaborations
 - CB and One-Stop Career Center Cost Study
 - Where does AWIC go as a committee?
 - ETP: funding/lack of coordination
 - AWIC “monitoring”?
 - Needs accountability
 - Community Colleges
 - AWIC “monitoring”?
 - How many classes were started and then dropped?
 - ROI?
 - Leveraging of funds
 - How do we?
 - How don’t we?

4. Public Comment

The Chair asked for public comment. No public comments were received

Miscellaneous:

- Announcement of Rays new position as CWIB Chief of Operations
 - New AWIC CWIB Lead to be determined and announced
- Announcement of Jerry Dunn's new position
 - ??????
- Gayle to forward "Integrating One-Stops" paper to committee members
- Gayle to forward presentation by Warren Hayes (funding sources)

5. Next Steps – Next meeting to be determined at a future date.

Meeting adjourned at 12:05 pm

Board Meeting SB 293 Breakout Session

During the breakout session facilitator Larry Goode, posed the question to the Board: What do you see as the issues driving workforce today in California?

Members worked in group of threes and discussed the question. The following are the members' responses to that specific question.

Board

- Ongoing Board involvement
- What is the Board's role with CTE and K-12? K-12, Community Colleges and workforce to work together to create demand-driven education/training?
- Own the issue: What do you want to do for California?

Overarching Issues

- Growing underclass in California
- Achievement gap is a major issue. 50% of the young population is being left behind. We are losing \$2100 per capita if we stay the current path. We will run out of revenue to address the issue. We leave half our youth behind.
- Emerging Hispanic workforce
- Although jobs are available, housing and transportation issues impact California's competitive advantage
- Graying workforce vs. available trained workers
- Look at the root causes of workforce issues
 - Baseline information
 - Strategies
 - Education
 - Support services

Workforce System

- System needs to be responsive to workforce shortages
- Need to look at future workforce needs now. Be creative.
- Focus on fast, flexible training track for dislocated workers. Need quick turnaround time.
- Identify where the jobs are and the gaps in available workers.

Education

- Would like to see a fluid system between K-12 and community college. Framework that would have K-12, workforce, and higher education to operate toward a single goal.
- Improve link between education and workforce system. There is a disconnect between business and education.
- Foster innovation in education and skilled people.

CTE

- Review CTE framework and standards
- CTE people need to have more prominence in the educational system

- We have an elitist attitude in the United States, thinking that something is wrong if you do not graduate from college. Need to change the mentality towards CTE. Make CTE and those jobs valued.
- Introduce and mainstream CTE in high schools

K-12

- K-12 is not delivering the product. We have talked about this for 20 years. Business is forced to deal with what comes out of the system.
- Reading and math literacy
- Relevance of K-12 to the emerging economy
- Current K-12 is geared toward “a-g” as a measure of success. What is happening to the students that do not follow this path?
- High schools focus primarily on the number of students going to college
- High school outreach? How do you deal with family issues that impact education?
- Stress thinking not just learning the standards

Community Colleges

- Community colleges focus on how many students transfer to 4-year colleges
- Create a state program to support students
 - Child care
 - Housing
 - Diagnostic training
- Community college autonomy. Local colleges are meeting specific business needs.
- Need for quality and accountability for community colleges that attempt to meet business needs.

Funding

- Funding priorities
 - Industry sectors?
 - Where will the highest leverage for funds be?

Lifelong Learning/Training

- Need for career-long learning and continuous training
- 80% of current workers will still be on the job in 10 years and will need to raise their skill levels
- Flexible training for dislocated workers (fast track)

Resources

- Link Perkins and Community College plans to the SB 293 plan
- Review the SB 70 planning process
- Review regional economies project – use as a compass
- Look at case studies/best practices

Miscellaneous

- Focus on out-of-school-youth

Process

- Goal is actionable. Alignment around key issues.
- Get feedback from the field
- Engage is dialog to identify key issues
- Stakeholders – understand their needs
 - Regional perspective
 - Industry perspective
- Expertise
 - Have experts address specific issues – involve them in the planning
- What are the major predictors for success?
- Accountability
 - How is success measured in each system?
 - Keep outcome and measurement focused
- The Special Committees will be the vehicle for the issues identified by the Board
- Board website – use to engage and stimulate involvement at all levels

Questions

- Where are we now?
- Where do we want to be?
- How will we get to where we want to be from where we are now?
- How will you measure it?
- Who will do what?

SB293 Strategic Planning Timeline

February – March	April-June	July-September	October-December
CWIB Meeting to Launch Process	CWIB Meeting focuses on a key aspect	CWIB Meeting focuses on a key aspect	CWIB engages in synthesis of the findings and ideas and defines key principles, strategic goals for California based on the input
CWIB Committees define questions on which they'll focus in building plan	CWIB Committees focus on specific questions	CWIB Committees focus on specific questions	CWIB committees support that synthesis within their areas of expertise
Engage state level constituencies	Conduct regional and issue forums	Conduct regional and issue forums	State level constituencies are engaged in creation of the goals and feedback about potential actions
Plan for regional and issue forums	Develop draft case statement based on analysis of research	Modify and strengthen case statement based on the input being received	Draft of plan is created; disseminated widely for comment and feedback
Begin organizing research	Launch Strategic Planning website; encourage interactive electronic dialogue	Continue electronic dialogue	Plan is edited and finalized by year end
Establish communication mechanisms for coordination and input			

**Partner Coordination Team
March 6, 2007 Meeting**

Notes from Partner Coordination meeting – action for providing a framework to the committees for beginning the strategic planning process using:

1. Where are we now?
2. Where do we want to be?
3. How will we get there?
4. Who will do what?
5. How will we measure?

- 1) Use a “**premise**” to initiate the action planning process at the committee level – this premise will be modified at the committee level (should ask the committee what they want to add) and then would be reviewed along with the committee outcome at the Apr 19 meeting where the board will prioritize *Where we want to be* as a statewide workforce system for the next planning steps:
 - Demand driven system
 - California – statewide system and policy
 - Competitiveness
 - Creating pathways for people to fill jobs
- 2) Engage the committees around the first two strategic action planning questions.
 - Where are we now?
 - Where do we want to be?

Before the meetings; contact committee members to inform them that the meetings will focus on *Where Are We Now?* Ask: What will you need to know, review, or have, to answer this question from the standpoint of the committee (give examples of what they may need, to define where are we now, i.e., resources, who’s doing what now, data, projections, a list of who needs to be involved)

Sample: Business & Industry should have a briefing from the Economic Strategy Panel and their industry cluster research (since the WIB funds the Panel for this research).

- 3) Each committee should walk away with the following outcome based on their review of *Where are we now* and *Where do we want to be?* (This is envisioned to be a laundry list). These outcomes should be brought back to the board for:
 - Review of the **premise** of our work i.e. Creating and sustaining a productive workforce to keep California’s economic engines innovative, competitive, a global leader, and create pathways for Californian’s to find jobs and careers.
 - Review and prioritize the *Where do we want to be* issues so we can take the next step
 - Next Step – with the question in mind *Where do we want to be?* Begin to develop how we get there.
 - What are the opportunities, constraints, pathways
 - What is happening at regional level
 - Who is doing things now
 - Begin to develop specific action plans

**Partner Coordination Team
March 6, 2007 Meeting**

To assist in this process, we need:

- Master calendar of events
- Depository of other partner agencies strategic plans, mission, visions and goals
- Depository for data, research and best practices.